

Leadership: the missing link in a sustainable approach for New Ways of Working

Citation for published version (APA):

Coun, M. J. H., Blomme, R. J., & Peters, C. P. (2017). *Leadership: the missing link in a sustainable approach for New Ways of Working*. Abstract from 10th Biennial International Conference of the Dutch HRM Network, Nijmegen, Netherlands.

Document status and date:

Published: 01/11/2017

Document Version:

Early version, also known as pre-print

Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

[Link to publication](#)

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license above, please follow below link for the End User Agreement:

<https://www.ou.nl/taverne-agreement>

Take down policy

If you believe that this document breaches copyright please contact us at:

pure-support@ou.nl

providing details and we will investigate your claim.

Downloaded from <https://research.ou.nl/> on date: 05 May. 2023

Open Universiteit
www.ou.nl



Theme 5: Flexibility and entrepreneurialism in future labour markets; What about sustainability?

Martine Coun, Lic. , Prof. dr. Rob Blomme and dr. Pascale Peters

Leadership: the missing link in a sustainable approach for New Ways

Many organizations have explored new and more flexible work arrangements known as New Ways of Working (NWW). In these arrangements, team-based knowledge workers, often working remotely, have to share responsibilities and rely more heavily on self-management. Management has to deal with the enhanced autonomy and accountability of empowered employees, but also with problems related to self-efficacy and social cohesion. In this ‘new world of work’, however, the changing role of leadership is understudied. This theoretical study contributes to the debate. We use Self-Determination Theory (SDT) to explain how leadership influences and motivates workers’ behaviour. We propose appropriate leadership approaches and styles and their fit with NWW. Aided by our literature review, we developed four propositions. First, we argue that transformational aspects of formal leaders’ leadership have the potential to enhance followers’ satisfaction concerning their need for autonomy and competence; similarly, transactional aspects relate to the need for structure. Furthermore, shared leadership can be expected to satisfy needs for autonomy and belongingness. Finally, self-leadership can ensure the satisfaction of followers’ needs for autonomy and competence. We conclude that in achieving optimal work outcomes in NWW, a horizontal leadership approach to leadership (e.g., self-management and shared leadership) should be aligned with transformational and transactional aspects of hierarchical leadership. To motivate knowledge workers’ performance, managers should adopt appropriate leadership behaviour by facing these workers’ needs in NWW. This study offers greater insight into appropriate leadership approaches and styles that stimulate the personal needs fulfilment of knowledge workers in

NWW. Furthermore, the link with employees' intrinsic motivation is original in shared leadership research.

Keywords – New Ways of Working, Self-Determination Theory, shared and self-leadership, transformational and transactional leadership, need for autonomy, competence, belongingness and structure

Paper type – Conceptual development paper